NAVRIIP
AIRSpeed
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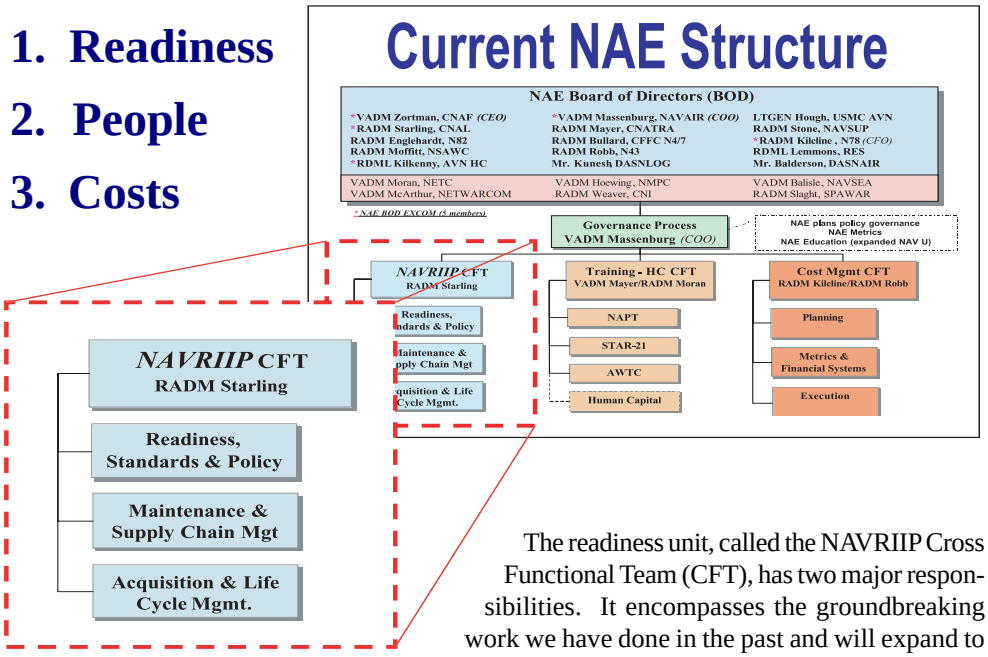
NAVRIT Matures NAVRIIP's Successful Formula to Create the Naval Aviation Enterprise (NAE)

By RADM Starling, Commander
Naval Air Force, U.S. Atlantic Fleet
NAVRIIP CFT

Due to the success of the NAVRIIP formula, we are now building a larger Naval Aviation Enterprise (NAE) structure on that foundation. The NAE is expanding our vision into the way we conduct our business with the goal of understanding and then controlling our cost drivers. VADM Zortman is leading this effort as CEO, and VADM Wally Massenburg, NAVAIR, as Chief Operating Officer. The structure will grow and change to accommodate our vision of an enterprise-wide approach.

The NAE has three basic organizational units:

1. Readiness
2. People
3. Costs



The readiness unit, called the NAVRIIP Cross Functional Team (CFT), has two major responsibilities. It encompasses the groundbreaking work we have done in the past and will expand to encompass our acquisition, maintenance and supply chain management processes. I have the responsibility to build and manage the readiness organization.

The NAVRIIP CFT has three sub-teams:

The Readiness, Standards and Policy sub-team absorbs the role of the old CFT Readiness team, and expands to include responsibility for reviewing standards and executing policy changes in support of cost-wise readiness. The primary processes incorporated under the sub-team are policy updates, resource allocation, readiness metrics and standards, TMS team husbandry, metrics management and automation, earned value, and requirements management. I will lead this team with CAPT Joe Vaughan as the Action Officer.

Continued on page 2

VADM Massenburg visits the Marines at Beaufort MCAS

MALS-31 sees leadership commitment first hand

By Cpl. C. Alex Herron
Jet Stream Staff

A panel of flag officers from the Naval Aviation Readiness Integrated Improvement Program (NAVRIIP) toured the Air Station Dec. 9-10, to visit troops who maintain and support aircraft, weapons and equipment.

During the tour, titled "Boots on the Ground", the panel visited Marines and Sailors at Marine Aviation Logistics Squadron 31 and Marine Fighter Attack Squadron 122.

VADM Wally Massenburg, NAVAIR Commander and NAE chief operating officer, meets Major General Thomas Moore, Commanding General, 2D MAW, prior to a NAVRIIP tour of Beaufort MCAS.

"My whole purpose for being here is to shake as many hands of our junior enlisted as possible," said Vice Adm. Wally Massenburg, commander of the Naval Air Systems Command and Naval Aviation Enterprise chief operating officer. "I want to know the challenges they face on a day-to-

Continued on page 3

The Maintenance and Supply Chain Management sub-team assumes the duties of the Providers team. It sustains the work of facilitating AIRSpeed and expands to tackle our end-to-end maintenance and supply chain processes. The focus will be on efficiencies in all Integrated Logistics Support processes, with optimal reliability, cost, and cycle time criteria to meet established aircraft readiness entitlements. This sub-team will recommend policy changes and implement common, results-driven operational, logistics, maintenance manpower, and cost metrics as they apply to the NAE processes under their purview.

Acquisition and Life Cycle Support sub-team, has taken on the responsibility for executing an acquisition process across the NAE that enables the predictable achievement of prescribed levels of readiness and capability with reduced costs. The Acquisition sub-team will concentrate on current and near term readiness impacts for the acquisition and sustainment of the capability defined by the Fleet and link the requirements definition and prioritization process to capabilities, readiness, and cost. Metrics will be developed for the acquisition process that will, for example, track waste, scrap and rework, capture savings from process changes, and monitor the achievement of accurate and predictable delivery dates for end items.

All of the teams in NAVRIIP will sustain a focus on meeting readiness entitlements, capturing real cost savings for recapitalization, and identifying and correcting barriers to achieving our collective goals. Our work in implementing AIR*Speed* will continue as we expand our efforts to understand the end-to-end processes associated with meeting readiness goals.

We will challenge our assumptions, explore costs more deeply and remove barriers to cost-wise readiness, be they long-established policy, formal instruction or folklore. We will understand how our business is executed, establish best practices to advance the performance of our entire system and provide our Sailors and Marines with the resources they need to fight the Global War On Terrorism and defend this nation.

Full AIR*Speed* Ahead at NAS Whidbey Island

Immersing into AIR*Speed*: a Theory of Constraints

By ATC(SW/AW) Bryan C. Barton

In the past, Naval Aviation has been very successful at meeting readiness goals, but this was always done with little regard to cost.

Spending more than projected to achieve readiness depletes funds needed to purchase future aircraft. Maintaining naval aviation today while building the Naval Aviation of the future requires managing our financial resources through better business practices - getting the best price and not buying more readiness than required.

This is referred to as Cost-Wise Readiness. As part of Commander Naval Air Force's Naval Aviation Readiness Integrated Improvement Program, Enterprise AIR*Speed* was established as the vehicle to enable Cost-Wise Readiness.

A team of representatives from the CNAF Enterprise Air*Speed* Project Office, led by Lt. Cmdr. Mark Nieto, Naval Surface Warfare Center, Crane, Ind., AIMD and Supply leadership, Fleet Support Teams, NATEC, NADEP Jacksonville, CVWP, PATWING 10 and experts from Avraham Y. Goldratt Institute (AGI) gathered for a two-week long seminar regarding implementation and training of Theory of Constraints at NAS Whidbey Island AIMD and Supply.

Tracy Burton-Houle, an AGI partner and lead facilitator, discussed the principles of TOC and how to adopt it to achieve NASWI's Cost-Wise Readiness goals.

The Theory of Constraints concept states that any system or process has a constraint limiting its production or performance goals.

Controlling or eliminating constraints is the key to improving performance.

The theory was first originated by AGI founder Eliyahu M. Goldratt, an Israeli-born physicist now turned business consultant.

One of the primary steps in the deployment of AIR*Speed* is the establishment of a TOC-based architecture that integrates the decision-making processes of asset positioning and visibility with those of planning and scheduling across the Naval Aviation Enterprise.

The approach includes and integrates the tools of TOC, Lean and Six Sigma. Lean principles deal with the elimination of waste, which is defined as anything not necessary to produce the end product. Six Sigma is a process improvement strategy that improves quality and reduces variation as a method for business success.

It is expected that this integrated approach to process improvement through Enterprise AIR*Speed*, a culture of continuous improvement throughout all areas of maintenance, supply and operations will make Cost Wise Readiness an achievable goal.

The Whidbey Island AIMD and Supply team are fast becoming the benchmark of the Enterprise Air*Speed* Machine.

Beaufort visit *(Continued from page 1)*

day basis and see if there is a way to improve the work they do."

The NAVRIIP program began in August 2001 when the Chief of Naval Operations tasked the Commander of Naval Air Forces Pacific with the responsibility for overseeing all of Naval Aviation. This responsibility included implementing a comprehensive program to make fundamental process changes in the way the Navy provides manpower, equipment and training to stateside naval aviation commands between deployments.

Led by flag officers from 17 commands, NAVRIIP is defining and executing changes that will sustain short and long term aviation readiness goals. The primary goals are to balance and align interactions among operational level maintenance, intermediate level maintenance and the logistics infrastructure that support them to achieve cost-wise readiness. In January 2004, the scope of NAVRIIP grew to include deployed units and the operational metric of cost-wise aircraft ready for tasking.

VADM Massenburg, NAVAIR Commander and NAE chief operating officer spoke with junior enlisted Sailors and Marines at a recent NAVRIIP tour at Beaufort MCAS to discover what challenges they face and how to improve the work they do.

Another reason for the visit was to see how MALS-31 has used the NAVRIIP program, AIR*Speed*. The AIR*Speed* program integrates the best business practices of Theory of Constraints, Lean and Six Sigma. The program emphasizes continuous process improvement to the Naval Aviation culture.

The MALS AIR*Speed* team has applied Theory of Constraints, Lean and Six Sigma into several sections of the unit.

"We have been trying to reduce the investments in assets and reduce costs without jeopardizing readiness," said Lt. Meghan Kennerly, AIR*Speed* core team, MALS-31. "We are trying to ensure parts are available while reducing an inventory of unneeded parts. We want to reduce repair costs by avoiding fixing things that don't need fixing."

Boots on the Ground also gives junior maintainers the chance to share their thoughts on what would make their jobs more efficient.

"NAVAIR is here to make my job easier," said Cpl. Terrance Prysork, jet mechanic, MALS-31. "They are here to see how we work and get our views on how to make us better. They want to know if there is anything that could be done to make us more efficient or faster."

AIR*Speed* Tools

Theory of Constraints (TOC) represents a change of mindset from a focus on fixing everything to focusing on those things that increase readiness now and in the future. TOC is the Enterprise AIR*Speed* architecture process improvement and systems thinking skill based on the belief that any organization has at least one constraint and that any improvements on non-constraints may not yield as significant a return as working on a true constraint. TOC is the application of market-demand pull supply-chain management based on enterprise level TOC. In the current system, components and parts are "pushed" to the end users. In the aircraft intermediate maintenance activity's, components are inducted regardless of whether they are required. In the "pull" system, actual flight-line demand (operational requirements) and the time it takes to reliably replenish dictates inventory buffer levels and times to induct components into the repair process.

Lean is a process improvement strategy that focuses on the ability to make everything, everyday in the exact quantity required, with no defects. The goal is to achieve perfection through the total elimination of waste in the value stream of the process. Lean uses incremental improvement to constantly expose waste to balance operational and standard workflows.

Six Sigma (6s) is a process improvement strategy based on the assumption that the outcome of the entire process will be improved by reducing the variation of multiple elements. 6s is uniquely driven by a close understanding of customer needs, a disciplined use of facts, data, statistical analysis, and diligent attention to managing, improving, and reinventing business processes. 6s focuses on variation reduction to produce highly repeatable processes that create customer satisfaction. 6s is a measure of variability in relation to a total population of numbers.

NAE Leadership:

Vice Adm. James Zortman
Commander, Naval Air Forces
NAE Chief Executive Officer

Vice Adm. Wally Massenburg
Commander, Naval Air Systems Command
NAE Chief Operating Officer

Rear Adm. Denby Starling
Commander, Naval Air Atlantic
CFT NAVRIIP

Rear Adm. George Mayer
Chief of Naval Air Training (CNATRA)
Commander, Navy Region South

Vice Adm. Kevin Moran
Commander, Naval Education and Training Command (NETC)
CFT Training

Rear Adm. Thomas Kilcline
Chief Financial Officer, NAE (N78)

Rear Adm. Joseph Kilkenny
Director, Aviation Plans and Requirements (CNAL)

Rear Adm. James Robb
Director, Fleet Readiness Division (N43)
CFT Cost Management

CAPT Mike Hardee
NAVRIIP Chief of Staff
Enterprise AIR*Speed* Project Officer

NAVRIIP Web site:

http://www.airpac.navy.mil/navriip

Enterprise AIR*Speed* Web site:

https://logistics.navair.navy.mil/airspeed

MyNAVAIR Web site:

mynavair.navair.navy.mil (Portal for NAVRIIP documents)

For more information on NAVRIIP and AIR*Speed*, call 301-757-1487 or link to www.airpac.navy.mil/navriip.

For distribution list information or content suggestions contact:
Email: christine.lawson@navy.mil - Telephone: 301-757-5695

NAVRIIP University Schedule Updates

Training sessions still available for 2005:

DATE	LOCATION
March 15, 2005	**Richmond, VA**
March 29, 2005	**San Diego, CA**
May, 1 2005	**Norfolk, VA**

The NAVRIIP 101 basic overview course is a one-day training session which focuses on the processes, tools and applications available in the NAVRIIP and AIR*Speed* toolkits. Members of the NAVRIIP management team and the Thomas Group, a consulting company with expertise in process management, will teach the course. The training will introduce NAVRIIP and AIR*Speed* history, the charter and organization, an overview of the processes, tools, teams and success stories.

Employees will learn about process value management tools, which address dynamic cycle time, and best business practices, including a focus on Theory of Constraints, Lean and Six Sigma. The training will also explain the aviation financial analysis tool (AFAST), and cross-functional team and type/model/series team participation.

For registration and course information, contact the Thomas Group by email at dbeachum@thomasgroup.com or by calling 972-401-4276. Additional sessions will be added if demand exceeds the current schedule. Please check the NAVRIIP website for updates at www.airpac.navy.mil/navriip.

Type-Model-Series Schedule

MARCH	9 BOG (one day)	NAS Jacksonville
	22 NCFT(PAR)	HS (SH-60F/HH-60H), HSL (SH-60B), HC (H-60) 1300 - 1530 Eastern
	31 NAE BOD	VP (P-3) Noon - 1430 Eastern
APRIL		
	19 NCFT (PAR)	VMFA (F/A-18A-D), VFA (F/A-18A-C & FRS D) & VFA (F/A-18E/F) 1300- 1530 Eastern
	14 TRW	HM (MH-53)
	28 & 29 BOG	NAS North Island
	28 NAE BOD	HS (SH-60F/HH-60H), HSL (SH-60B) & HC (H-60) Noon - 1430 Eastern
MAY	17 NCFT(PAR)	VAQ (EA-6B), VMAQ (EA-6B), VRC (C-2) & VAW (E-2)1300 - 1530 Eastern
	12 TRW	VS (S-3) & VP (P-3)
	26 NAE BOD	VFA (F/A-18A-C & FRS D), VFA (F/A-18E/F) & VMFA (F/A-18A-D) Noon - 1430 Eastern

BOG – Boots on the Ground *BOD – Board of Directors*

TRW - TYCOM Readiness Workshop - The TRW consists of two elements: Readiness and Aircraft/Systems. 1) At the Readiness portion the Lead Commodore/MAG CO and PMA will review Readiness gaps and provide/develop gap closure planning using top level chart analysis. Forum for readiness barrier escalation to TYCOM. 2) The Aircraft & Systems workshop, hosted by TYCOM N42s, allows O-6 and below staffs to work with the WINGMOs/ MALS COs and APMLs on CPC interpretation, degrader rank ordering, and root cause analysis. The readiness brief will last approximately 30 minutes and Aircraft & Systems workshop will last approximately one hour. POC: Otha Brinkley (301) 757-2647

NCFT - NAVRIIP Cross Functional Team/PAR - Providers Assessment Report (NCFT PAR) - The PAR brief is held in conjunction the NAVRIIP CFT (NCFT) VTC/F2F every month except October. At the NCFT PAR the PMA and Lead Commodore provide a detailed Aircraft & Systems barrier escalation brief to the NAVRIIP CFT. Each brief will last 30-60 minutes and will be first on agenda at the NCFT PAR. Standard time 1300-1530 Eastern POC: Arlene Guy (301) 757-2648 NAVAIR VTC FACILITATOR (301) 757-5600 updates, link to www.airpac.navy.mil/navriip.